



Board of
Examiners

February 2007

Update

2006 Award Recipients Announced

On November 21, 2006, President George W. Bush and Commerce Secretary Carlos M. Gutierrez announced three organizations as recipients of the 2006 Malcolm Baldrige National Quality Award (MBNQA): Premier Inc., of San Diego, California (service); MESA Products, Inc., of Tulsa, Oklahoma (small business); and North Mississippi Medical Center of Tupelo, Mississippi (health care). The 2006 Baldrige Award recipients were selected from among 76 applicants.

"President Bush and I applaud the three 2006 recipients of the prestigious Baldrige Award. With their innovative practices, commitment to excellence, and outstanding results, these organizations are among America's best and are role models for any organization striving for world-class performance," said Gutierrez. "The Baldrige Award has grown in stature and is respected and emulated around the world."

Premier Inc., a health care strategic alliance entirely owned by nonprofit hospitals and health system organizations, provides group purchasing and supply chain management, insurance and risk management, and informatics and performance improvement. Premier has taken a leadership role in promoting best practices in ethical conduct, transparency, and accountability within its industry and has created the Healthcare Group Purchasing Industry Initiative to promote and monitor best ethical practices in purchasing for hospitals and other health care providers.



MESA Products, Inc., a small, privately held business that designs, manufactures, and installs cathodic protection systems that control the corrosion of a metal surface, sells its products and materials to a variety of contractors, end-users, and resellers across the United States. Its sales have increased from less than \$6 million in 1985 to over \$25 million in 2006, and its return on equity has improved from -5 percent in 1999 to over 25 percent in 2005. Its return on equity presently exceeds industry competitors by 20 percent.

North Mississippi Medical Center (NMMC), which is the largest rural hospital in the country and is Mississippi's largest community-owned hospital, provides a wide array of inpatient, outpatient, and emergency services. NMMC provides access to an Electronic Medical Record to every caregiver throughout its system. Information on the medical record can be retrieved and entered by nurses in schools, by physicians in their offices, and by partner community hospitals across the 24-county region that NMMC serves.



There have been several negative media reports on two of this year's recipients. The reports covered topics that were included in the Baldrige Program's background checks, were discussed on the site visit with the applicants' Chief Executive Officers, and included prior industry practices explicitly addressed by the Baldrige recipients, who have led their industries in establishing current best practices.

For more information on the 2006 MBNQA recipients, please go to www.nist.gov/public_affairs/releases/2006baldrigewinners.htm.

2006 Award Recipients



Update Your Contact Information Before the Award Ceremony

We anticipate a winter/spring 2007 date for the ceremony honoring the 2006 MBNQA recipients. All Examiners will be notified by e-mail as soon as we have information from the White House on the date. Please be sure to notify as soon as possible either Suzana Weaver (e-mail: suzana.weaver@nist.gov, telephone: [301] 975-4219) or Nancy Young (e-mail: nancy.young@nist.gov, telephone: [301] 975-5307) with any changes to your e-mail, fax, or mailing address.

Members of the Board of Examiners will be invited to all major events held in conjunction with the Award Ceremony. Examiners may bring a guest to the reception that takes place the night before the Presidential Ceremony and to the Examiner Recognition Ceremony but attendance to the Presidential Ceremony is limited solely to the Examiners themselves.

The Quest for Excellence® Conference XIX



The official conference of the Malcolm Baldrige National Quality Award, The Quest for Excellence® (QE) XIX, will be held April 15–18, 2007, at the Hilton Washington (www.hilton.com/en/hi/groups/personalized/dcawhhh_qfe/index.jhtml) in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with other leaders in business, education, health care, nonprofit, and governmental organizations. QE XIX will showcase the 2006 Baldrige Award recipients. Former Award recipients also will present special topic sessions, and two concurrent preconference workshops will be offered on Sunday afternoon, April 15. An added feature will be concurrent sessions presented by the 2006 site-visited nonprofit organizations that were part of the nonprofit pilot.

An advance registration fee of \$1,100 is available through March 26, 2007. Effective March 27, 2007, the registration fee will be \$1,250. Group and faculty discounts are available. Requests for registration information should be addressed to Experient via telephone at (866) 229-2386 or via e-mail at ATD073.attendee@experient-inc.com. Complete conference information, including online registration, is available at www.baldrige.nist.gov/Quest_for_Excellence.htm.

Rooms have been reserved at the Hilton Washington at the special conference rate of \$214 (single or double). In order to receive this special conference rate, please reserve rooms before March 16, 2007, and be sure to mention The Quest for Excellence XIX. You may reserve rooms by calling the Hilton Washington at (202) 797-5755. If you wish to receive a conference brochure, please call the Baldrige National Quality Program (BNQP) Office at (301) 975-2036.

The National Institute of Standards and Technology (NIST), the American Society for Quality (ASQ), and the American Society for Training and Development (ASTD) are co-sponsoring the conference.

2007 Award Application Deadline Reminder

To ensure all Baldrige Award applications are given due consideration, please note the following submission dates for the 2007 Award cycle:

- March 9, 2007—Eligibility Certification Packages with a nomination to the Board of Examiners due.
- April 10, 2007—All other Eligibility Certification Packages due.
- May 10, 2007—Award Application Packages submitted on CD due.
- May 24, 2007—Award Application Packages submitted in hard copy due.

Guaranteed Seat on the 2007 Board of Examiners for Early Award Eligibility Applicants

In an effort to improve an organization's understanding of the Baldrige Criteria for Performance Excellence, BNQP is offering a seat on the 2007 Board of Examiners to a senior member of any organization that submits an Eligibility Certification Package by March 9, 2007. Information on the roles, responsibilities, and code of conduct rules of Baldrige Examiners can be found on the Baldrige Web site at www.baldrige.gov/Examiner_Application.htm.

Update

2007 Award Process Improvement: Consensus for All

Previous Judges' surveys have indicated that applicants prefer a consensus-level (Stage 2) feedback report to an independent-review (Stage 1) feedback report, and Examiner feedback indicates a desire to participate beyond a Stage 1 review. In response to this feedback, in 2006 (coinciding with the pilot year for nonprofit organizations), BNQP piloted a revised approach for combining independent reviews with consensus reviews for all applicants. In 2007 this approach will be deployed to all applicants, and all Examiners will benefit from this enhanced process. Examiners will complete an independent review, after which they will develop, review, and discuss comments in their roles as contributors to a Consensus Team. Complete details on the timeline for teams will be provided in the next issue of *Update* and covered at Examiner training in May.

The Process

For the 2007 Award cycle, each applicant will be assigned a team of five–seven Examiners, depending on the number of applicants and Examiners. Team leaders will be assigned at the outset, and they will contact all Examiner team members early in the process to set the timeline for completing independent and consensus tasks and to finalize the call schedule. Alumni Examiners will be used in two ways: (1) to complete an independent review of an applicant and then be held in reserve to assist Team Leaders or (2) to supplement teams when needed.

In addition to this overall process change, all Examiners will conduct an evaluation of the applicant using a revised independent review scorebook that was piloted in 2006 with nonprofit applicants. This scorebook allows Examiners to capture relevant details of their analysis of key processes and results within a matrix and to prioritize the most important observations based on key factors. These observations are not fully written feedback-ready comments describing strengths or opportunities for improvement but contain enough information to convey the Examiner's analysis (i.e., anyone on the team reading the phrase will be able to understand the thought). In addition, Examiners will use a scoring matrix that is intended to help determine the level of approach, deployment, learning, and integration for Items in Criteria Categories 1–6, and the levels, trends, comparisons, and performance in areas of importance for Items in Category 7. During the independent review portion, only a brief topic sentence noting key theme ideas will be included on the Key Themes Worksheet.

During the consensus portion, Examiner Item leads will be assigned to determine priority feedback and to draft comments—using traditional Item Worksheets—to reflect the synthesized observations from the team members' independent review scorebooks. Teams will focus on the most significant comments.

Draft comments and an explanatory “rationale” will be posted by each Item lead on *examinerdepot*. Key themes will be crafted from the Item Worksheets, and teams will follow a defined process for conducting “virtual” consensus (i.e., after each lead considers two rounds of feedback from all team members and incorporates changes, there will be a consensus discussion only on those Items or comments requiring further discussion).

Focused consensus calls will be conducted, and, when the calls are complete, Item leads and the lead for key themes will complete and post on *examinerdepot* a final version of each Worksheet. The Scorebook Editor and Team Leader will then complete an additional round of edits, and the final scorebook will be posted on *examinerdepot*.

Thanks in advance for your cooperation in improving the process. We look forward to working with you in 2007!

(See related articles below: “Examiner Training to Reflect New Process” and “Nonprofit Pilot Evaluated.”)

Examiner Selection Process Underway

The Examiner Application closed on January 9, 2007, and the selection process for the 2007 Board of Examiners is underway. Selection decision letters will be sent out via overnight mail on March 27, 2007. Included with these letters, a fax-back form to complete and to rank preferences for training weeks will be sent to selected Examiners. Examiners are encouraged to complete their forms and return them within seventy-two hours. This will increase the likelihood that their first choice of training week dates is available.

All Examiners will participate in both an independent review and a consensus review (as described above in the article “2007 Award Process Improvement: Consensus for All”). The commitment requires various levels of effort across a 10-week period during the months of June through August. In order to accommodate each Examiner’s summer schedule as much as possible, BNQP will ask Examiners to rank order their preferences for participation on the three evaluation “waves.” The waves will begin on approximately June 1, 7, and 14, respectively, and each Examiner will be assigned to only one wave.

Examiner Training to Reflect New Process

Examiner training in May 2007 will reflect the changes to the Award process. The Examiner Preparation Course will prepare Examiners to use the new independent review worksheets that were developed for the nonprofit pilot and will provide training on the new virtual consensus process. New Examiner training will focus on an overview of the Baldrige Program, in addition to the Criteria and applicant dimensions (e.g., application, organizational context, and key factors) of the evaluation process. Senior Examiner training will focus on the leadership implications of the changes in the Award process. The mentor program will be on hiatus for 2007 to allow all Examiners to become familiar with the changes to the Award process.

Examiner training will take place during the four weeks of May 2007 on the NIST campus in Gaithersburg, Maryland. Based on the positive feedback from Examiners, the Marriott Washingtonian (<http://marriott.com/property/property.page/waswg>) has been selected for Examiner accommodations. This year, in an effort to contain costs, BNQP is asking Examiners to request travel funding for training from their employers prior to submitting reimbursement requests to the Program. For those Examiners who do not receive travel reimbursements from their employers, the guidelines for reimbursement are as follows:

- Airfare or costs of other modes of transportation will be reimbursed to a maximum amount of \$550. If the cost of a coach-only airline ticket or other mode of transportation exceeds this amount, those approved will be reimbursed up to the \$550 limit.
- BNQP will provide breakfast and lunch each day of training and dinner on Wednesday evening. All other allowable expenses, which include transportation to and from the airport at both your location and in Gaithersburg, parking costs, and meals not provided by the Program, will be reimbursed to a maximum of \$50 for the duration of training.
- Lodging at the Marriott will be reimbursed for your stay at the reserved price for Baldrige Examiners.

Alumni Examiners Fill Variety of Roles

Alumni will be asked to fill a variety of roles in the 2007 Award process. As always, Alumni will continue to serve in a swing pool of Examiners. They will be assigned, as needed, to Independent/Consensus Teams and/or Site Visit Teams as members or Team Leaders. Alumni also may be asked to serve as coaches for a number of Consensus Teams. All selected Alumni will be asked to attend Senior Examiner training to prepare them for the changes to the 2007 Award process.

Nonprofit Pilot Evaluated

During the 2006 Award cycle, the Baldrige Program had the opportunity to test several changes to the Award process in conjunction with the recent Congressional addition of a nonprofit Award category. The main objective of the nonprofit pilot was to redesign the evaluation and scorebook processes to enable all applicants to receive a consensus review while simplifying the work and efforts of Examiners.

For the pilot, each nonprofit applicant received a consensus review by a team of five Examiners. Since the same team members remained together for the Award phases traditionally known as Stage 1, Independent Review, and Stage 2, Consensus Review, Examiners began working together as a team during the kick-off of Stage 1 at the end of June. The amount of time devoted to both Stages 1 and 2 was decreased from 13 weeks for the traditional process to nine

Update

weeks for the pilot process. For example, while traditional Consensus Teams in 2006 spent an average of 10 hours per team on consensus calls, the time spent on the nonprofit consensus calls was 7.8 hours per team. We anticipate further reduction of this time in 2007, with added training for all Examiners. The use of “virtual consensus” was one reason for the decline in time spent on the phone. Further, 69 percent of Examiners said the overall nonprofit consensus process took less time than their previous consensus experience. The majority of Examiners said they liked the virtual consensus process because it allowed them to provide feedback when it was convenient for them.

At the end of Stage 2, all Examiners were invited to participate in an online survey, as well as in an open-ended debrief via conference call. Results revealed that 86 percent of participants agreed or strongly agreed that overall the nonprofit pilot process was a change for the better, with 82 percent indicating that the pilot process enabled them to “focus on the analysis and evaluation” of the applicant rather than on crafting comments. Nearly all Examiners felt the process (97 percent) and the results (93 percent) scoring grids were effective tools.

Of those Examiners who had participated in a consensus review for the national program previously, most (81 percent) felt the nonprofit pilot process was better than their previous consensus experience. Most Examiners felt their teams were able to reach consensus on Item-level comments (90 percent) and key themes (86 percent) efficiently. Additionally, 72 percent of Examiners said they felt the independent review worksheets helped them identify outliers, 69 percent said the worksheets helped them identify common points among team members, 62 percent said they felt they were able to craft comments based on the independent review worksheets, and 48 percent said the independent review worksheets helped them understand other Examiners’ analyses. Based on written survey comments and the debrief discussion, it appears these areas were rated lower by Examiners because there was minimal training on these worksheets prior to the pilot. Changes to the process based on Examiner feedback are ongoing, and the Program is awaiting applicants’ feedback on the process.

Criteria for Performance Excellence Refined in 2007

The Criteria for Performance Excellence (Business/Nonprofit, Health Care, and Education) continue to evolve in order to address the dynamic environment that all senior leaders and their organizations face today. To succeed and to sustain a leadership position in your marketplace or community involves addressing ever more complex challenges, choices, and decisions. Furthermore, most choices and decisions are not simple; each choice and decision has ramifications elsewhere in your organization, in your operations, in your strategy, and in your performance results. The Baldrige Criteria evolve to ask the right questions to guide your decision making and to address the vital linkages in organizational structure, operations, strategy, and results. While individual questions in the Criteria are straightforward, providing the answers should be thought-provoking and may be complex. However, if the questions were not challenging, they could not help you guide and align your organization toward sustainable success.

The most significant revisions to the 2007 Criteria address four areas of growing importance: (1) strategic advantages and core competencies; (2) innovation; (3) work systems for producing your results; and (4) workforce engagement, workforce capability, and workforce capacity.

While most organizations devote considerable effort to addressing their strategic challenges, they do not give sufficient attention to capitalizing and building on their strategic advantages. Does your organization identify and develop its core competencies to sustain and grow that strategic advantage? The 2007 Criteria ask the critical questions.

Innovation is the common driver for U.S. competitive advantage. Does your organization consider innovation from the product and service, the health care and service delivery, the educational program offering and service, and the operational and business model perspectives, as appropriate? The 2007 Criteria ask the critical questions.



Your work systems are a combination of internal processes that involve your workforce and external processes and contributions that involve your partners, your supply chain, and possibly contractors and collaborators. How do you make critical work system decisions? Do they consider your core competencies and strategic advantages? The 2007 Criteria ask the critical questions.

Your success is dependent on your workforce and its vital contributions. What do you do to engage your workforce for high performance? Do members of your workforce have the capabilities they need to do their jobs? Do you have the workforce capacity to staff for success and to accomplish your core competencies? The 2007 Criteria ask the critical questions.

Criteria questions have been better aligned throughout the seven Categories and with the Organizational Profile. These changes have been made to improve Baldrige self-assessment and external assessment; the determination of organizational strengths, gaps, and alignment of key processes (Categories 1–6); and the determination of organizational gaps, your strength of performance, and your opportunities in results areas (Category 7).

The most significant changes in the Criteria and the Criteria booklets are summarized as follows:

- The number of Criteria Items has been decreased from 19 to 18.
- Category 1, **Leadership**, now includes a focus on performance measures and their use by senior leaders.
- Category 2, **Strategic Planning**, has a stronger focus on innovation, strategic advantages, and resource needs to accomplish strategic objectives.
- Category 3, **Customer and Market Focus** (Business/Nonprofit Criteria); **Focus on Patients, Other Customers, and Markets** (Health Care Criteria); or **Student, Stakeholder, and Market Focus** (Education Criteria), has a stronger focus on the voice of the customer.
- Category 4, **Measurement, Analysis, and Knowledge Management**, has a clearer focus on the needs for management of information and information technology.
- Category 5, **Workforce Focus**, has been redesigned around workforce engagement and the workforce environment.
- Category 6, **Process Management**, has been redesigned around work systems, core competencies, and work processes.
- Category 7, **Results**, has been aligned with the changes in Categories 1–6 to ensure the measurement of important and appropriate results.
- Seven terms have been added to the Glossary of Key Terms: collaborators, core competencies, work systems, workforce, workforce capability, workforce capacity, and workforce engagement.

There have been some changes in almost all Criteria Items; the most significant changes are highlighted below.

Preface: Organizational Profile

- Item P.1, **Organizational Description**, now includes a question related to the key requirements of your workforce. This addition helps set the context for your later Criteria Item responses.
- Item P.2, **Organizational Challenges**, now includes a specific request for strategic challenges and advantages, as well as opportunities for innovation.

Category 1: Leadership

- Item 1.1, **Senior Leadership**, now includes questions on performance measures that senior leaders regularly review and how they use the reviews for action. In the Health Care Criteria, a question also has been added on how senior leaders create and promote a culture of safety.

Update

Category 2: Strategic Planning

- Item 2.1, **Strategy Development**, has been modified to clearly address strategic challenges and advantages and how your strategic objectives address opportunities for innovation in products or services, educational programs, and the operational or business model.
- Item 2.2, **Strategy Deployment**, has two added focus areas: ensuring adequate financial and other resources for accomplishment of action plans and ensuring that human resource plans address workforce capability and capacity needs.

Category 3: Customer and Market Focus (Business/Nonprofit Criteria); Focus on Patients, Other Customers, and Markets (Health Care Criteria); and Student, Stakeholder, and Market Focus (Education Criteria)

- Item 3.1, **Customer and Market Knowledge** (Business/Nonprofit Criteria); **Patient, Other Customer, and Health Care Market Knowledge** (Health Care Criteria); or **Student, Stakeholder, and Market Knowledge** (Education Criteria), has an enhanced focus on capturing and using the voice of the customer to become more customer-, patient-, student-, and stakeholder-focused.

Category 4: Measurement, Analysis, and Knowledge Management

- Item 4.1, now **Measurement, Analysis, and Improvement of Organizational Performance**, has an added emphasis on the use of organizational performance reviews for systematic evaluation and improvement of key processes.
- Item 4.2, now **Management of Information, Information Technology, and Knowledge**, has two Areas to Address: (1) Management of Information Resources and (2) Data, Information, and Knowledge Management.

Category 5: Workforce Focus (revised title)

- This Category has been totally redesigned with two Items.
- Item 5.1, now **Workforce Engagement**, has three Areas to Address: (1) Workforce Enrichment, (2) Workforce and Leader Development, and (3) Assessment of Workforce Engagement.
- Item 5.2, now **Workforce Environment**, has two Areas to Address: (1) Workforce Capability and Capacity and (2) Workforce Climate.

Category 6: Process Management

- This Category has been totally redesigned with two Items.
- Item 6.1, now **Work Systems Design**, has three Areas to Address: (1) Core Competencies, (2) Work Process Design, and (3) Emergency Readiness.
- Item 6.2, now **Work Process Management and Improvement**, has two Areas to Address: (1) Work Process Management and (2) Work Process Improvement.

Category 7: Results

- Item 7.3, **Financial and Market Outcomes** (Business/Nonprofit and Health Care Criteria) or **Budgetary, Financial, and Market Outcomes** (Education Criteria), has an added focus on measures of financial viability.
- Item 7.4, now **Workforce-Focused Outcomes**, aligns its measures with the redesigned Category 5.
- Item 7.5, now **Process Effectiveness Outcomes**, aligns its measures with the redesigned Category 6.

The Criteria for Performance Excellence (Business/Nonprofit, Health Care, and Education) can be found at www.baldrige.nist.gov.

competitiveness

Timely New Publication: *A Baldrige Perspective for the Board of Directors*

BNQP has a new two-page issue sheet—*A Baldrige Perspective for the Board of Directors*—that provides 10 important questions that a member of a board of directors might consider asking of an organization in order to identify opportunities for improvement. These questions are linked to the Baldrige Criteria for Performance Excellence Categories. The Baldrige Criteria support directors' duty of care by providing performance-related questions that can be used in soliciting information from management and outside experts and in questioning assumptions. The Baldrige Criteria also can help directors monitor an organization's key results in areas such as product and service outcomes, customer and employee focus, financial and operational performance, and social responsibility.



This publication is available free of charge on the Baldrige Web site at www.baldrige.nist.gov/Baldrige_Perspective.htm, and printed copies are available from the Baldrige office by calling (301) 975-2036 or by e-mailing nqp@nist.gov.

A Baldrige Perspective for the Board of Directors is designed to be distributed to any board of directors with which Examiners and others might work.

Bring Baldrige to Your Boards

Baldrige Examiners, as leaders in their respective fields, are far more connected and interconnected than most people realize. Those Examiners who sit on a board of directors for one or more organizations have more connections still. The Baldrige Program would like their help in spreading knowledge of the Baldrige Criteria to the various groups and boards to which they belong—the Program's future is knowledge of the Baldrige Criteria embedded in the minds of the executive leaders and directors of American companies, institutions, and organizations.

As ambassadors for the Baldrige Program, Examiners can choose to actively spread the Baldrige ideas and practices across organizations. Why would they do this? As mentioned in the letter at the beginning of the *2007 Criteria for Performance Excellence* booklet, it's because "The Baldrige Criteria are about winning!" When Examiners share their knowledge of the Baldrige Program and Criteria, they win increased recognition as a source of knowledge about best management practices. Recipients of their knowledge win as well. They win because the Baldrige Criteria improve their professional life, productivity, and work outcomes.

Examiners can engage the entire executive committee or board of any organization to which they belong. Examiners begin by developing an ongoing dialogue so they can turn awareness of the Baldrige Program into a beneficial experience for users and an ongoing knowledge system for their own use. Remember, as a Baldrige Examiner, they are not spreading the word by themselves. The Baldrige Program has an integrated series of marketing and educational materials they can use to spread the word, and they have access to other speakers who can help in their efforts.

Roy Bauer, Alumni Examiner, Judge, and a member of the University of Wisconsin-Stout Board of Directors, who first introduced the university to the Baldrige Criteria, explains, "Board members typically have responsibility for oversight of corporate policy, governance, fiduciary practices, strategic direction, and management structure and effectiveness. Baldrige is an excellent model with which to frame these responsibilities into a structured management system."

Bauer further adds, "The Organizational Profile is a very effective framework for capturing the essential elements of the organization (its markets, customers, and competition), its short- and long-term challenges, opportunities, and the organization's approach to achieving its goals. Documenting an Organizational Profile is the first step in understanding the organization and in ensuring that all board members and senior executives have consensus on the essential elements of the organization."

To aid Examiners and others in bringing Baldrige to their boards, a document entitled *A Baldrige Perspective for the Board of Directors* is now available at www.baldrige.nist.gov/Baldrige_Perspective.htm. The document offers guidance on how a member of a board of directors can use the Baldrige Criteria to govern and guide an organization by asking key questions based on the Criteria Categories.

(See related article above: "Timely New Publication: *A Baldrige Perspective for the Board of Directors*.")

Update

2006 Regional Conferences Spread Best Practices

The 2006 Regional Conferences took place on September 21, 2006, in Nashua, New Hampshire (Boston metro area), and October 8, 2006, in Albuquerque, New Mexico. The conferences were co-sponsored by the Granite State Quality Council (New Hampshire), the Vermont Council for Quality, Quality New Mexico, and The Nevada Quality Alliance. As such, each co-sponsoring program will receive 16 percent of the conference net profits, with the remaining 36 percent going to the Foundation for the Baldrige National Quality Program.

More than 550 attendees from the business, health care, education, and nonprofit sectors attended the conferences to learn about the best practices of past and present Baldrige Award recipients. The conferences featured plenary session presentations from senior leaders of the six 2005 Award recipients—Sunny Fresh Foods, Inc.; DynMcDermott Petroleum Operations; Park Place Lexus; Jenks Public Schools; Richland College; and Bronson Methodist Hospital—as well as concurrent and town hall sessions featuring current and past Baldrige Award recipients—Baptist Hospital, Inc.; Clarke American Checks, Inc.; Kenneth W. Monfort College of Business; Los Alamos National Bank; Operations Management International, Inc.; Pearl River School District; Robert Wood Johnson University Hospital Hamilton; Saint Luke's Hospital of Kansas City; and University of Wisconsin-Stout. The following Examiners served as moderators: Mike Belter, Len Deneault, and Kay Kendall (New Hampshire), and Pamela Ochsner Crowell, Kathie Gilbert, and Robert Stuewe (New Mexico). Two Baldrige Judges also served as conference chairs: Steven Hagedorn in New Hampshire and Maureen Travalini in New Mexico.

The next Regional Conferences, featuring the 2006 Award recipients, will be held on September 20, 2007, in Cleveland, Ohio, and on October 5, 2007, in Seattle, Washington. For these conferences, BNQP will partner with the Washington State Quality Award, The Edgerton Quality Award (Nebraska), and the Ohio Partnership for Excellence.

Our Examiners Are Talking

The following Examiners or former Examiners reported outreach efforts between May and November 2006: Maureen D'Agostino, Diana Artemis, Anthony Ficarra, Amy Kosifas, Charles Schauburger, and John Werner.

In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach material: Sherril Gelmon, Barry Johnson, Ronald Marafioti, Tom Mauro, Melissa Rabida, Denise Shields, Mike Strong, and John Vinyard. We thank all of these ambassadors for their outreach activities on behalf of the Program.

Whenever you conduct outreach efforts on behalf of the Program, we'd love to know about it and recognize you! Report your activities to our Outreach and Communications Team via fax at (301) 948-3716 or via e-mail at nqp@nist.gov.

Baldrige Ranked Among Best Leadership Development Programs

Based on survey responses, interviews, and site visits, the monthly magazine *Leadership Excellence* (www.leaderexcel.com/) has ranked BNQP among the top leadership development programs in the United States.

The Baldrige Award/American Society for Quality ranked among the top-ten best government/military leadership programs in the country. Other top-ten programs in this category were the Defense Acquisition University (DOD), U.S. Air Force Academy, FBI Academy, U.S. Naval Academy/Seals, U.S. Marine Academy, U.S. Army/Westpoint, U.S. Army Rangers, U.S. Coast Guard/U.S. National Guard, and the National Defense University.

To determine the best programs, *Leadership Excellence* ranked organizations based on seven criteria: vision/mission, involvement/participation, accountability/measurement, content/curriculum, presenters/presentations, take-home value/results for customers, and outreach of the programs and products. The selected organizations were ranked within seven categories: small to midsize organizations, large organizations, education/universities/schools of management and business, nonprofit organizations and professional associations, government/military, independent consultants/trainers/coaches, and large consulting groups.

To read the complete article, please go to www.prweb.com/releases/2006/9/prweb442623.htm#.

Letters of Appreciation to Be Sent

Harry Hertz, BNQP Director, would like to write a letter of appreciation to the employer of each member of the 2006 Board of Examiners. The letter will acknowledge the Examiner's contributions and commitment, as well as the employer's support for the Baldrige process. If you would like a letter of appreciation sent to someone in your organization, please contact Cathy Graham (cathyg@nist.gov) with your name and the name, title, and complete address of the person to whom you would like Harry to write.

With Sadness . . .

Joe Marvil, former President, Chief Executive Officer, and Chairman of the Board for Ames Rubber Corporation, a 1993 MBNQA recipient, passed away on November 20, 2006. In addition to leading his organization to the Baldrige Award, Joe also was a past member of the Board of Overseers, as well as an emeritus advisory board member of Northwestern University Tech School (in 2004 he was the recipient of the Alumni Achievement Award from Northwestern), vice president of Sussex Bank, and a board member for the Sussex County United Way. Joe was a great friend and supporter of the Baldrige Program and will be missed.

2007 Baldrige Process Calendar

The 2007 Baldrige Process Calendar, with key Award process, Examiner training, and conference dates, is posted at www.baldrige.nist.gov/Calendar.htm.

NIST/ASQ NEWS

New Team Leaders and Rotations Announced

The Baldrige Program, which is divided into six teams, provides leadership opportunities for staff to serve as Team Leaders for one- or two-year terms. The following staff were recently elected by their peers (or are continuing their terms) as Team Leaders: Robert Fangmeyer, (301) 975-4781, robert.fangmeyer@nist.gov, for the Award Process Team (APT); Jane Poulter, (301) 975-4307, jane.poulter@nist.gov, for the Examiner and Staff Development Team (ESDT); Scott Kurtz, (301) 975-3199, scott.kurtz@nist.gov, for the Outreach and Communications Team (OCT); and Christine Schaefer, (301) 975-4453, christine.schaefer@nist.gov, for the Publications Management Team (PMT).

The Baldrige Program annually offers staff a chance to rotate between teams to share knowledge and develop skills. The best interest of the Program is kept in mind for all rotations, which must be approved by Management. On March 1, Jacqueline Calhoun will rotate from the Publications Management Team, where she has served since 1997, including as Team Leader, to the Outreach and Communications Team. Jacqueline may still be reached via phone at (301) 975-2555 or via e-mail at jacqueline.calhoun@nist.gov.

Comings and Goings

Jamie Ambrosi has announced that he will be leaving the Baldrige Program in early to mid 2008 to pursue his dream of owning his own business. In his announcement to staff in September, Jamie noted that this was a difficult decision and that he has truly enjoyed serving as Acting Deputy Director over the past two plus years. While he has deferred pursuing his dream for various personal and professional reasons, he believes now is the right time to start the business (or at least to start the planning needed to effectively launch the business).

The business, a retail wine store with a wine bar component, is expected to open in early to mid 2008. This affords the Baldrige Program ample time to properly plan its leadership transition for the Deputy Director position. Jamie will continue to serve as Acting Deputy Director until a permanent Deputy is selected. He also will play a key role in transitioning the new Deputy into the position. As Jamie has noted, while he could have waited to make the announcement, he made the decision now so that someone could properly transition into the Deputy role and learn the position.

Until his business is launched, Jamie looks forward to continuing to be part of Team Baldrige and assisting with the leadership transition, as well as with strategic planning, marketing and outreach, and other areas where he can best lend his support. He also will continue with his business planning, including making Baldrige a key part of his new business. We wish Jamie lots of luck!

Update

All *Update* subscribers will be receiving an e-mail in the near future with information about the Deputy position and how to apply, if interested.

Jenny Davis, who had been Harry Hertz's assistant for the past 22 years, retired on January 5, 2007. Jenny had worked at NIST for 38 years—it's the only employer she has ever had!

For her retirement, Jenny has many activities in mind, including gardening, volunteering at a local hospital and at an assisted living facility, and traveling. Her three-year-old grandson, Austin, who lives in Vancouver, Washington, eagerly awaits more frequent visits from his Maryland grandparents. It goes without saying that the Baldrige Office will miss Jenny and her calm demeanor, cooperativeness, and constant willingness to pitch in on whatever needed to be done. We wish her all the best as she embarks on life-after-Baldrige, which will allow her to change the settings on her alarm clock for later wake-ups. Thank you for everything, Jenny.

Diane Harrison joined the Baldrige Program in early January 2007 as Harry's new assistant. She comes to Baldrige from the NIST Electronics and Electrical Engineering Laboratory (EEL), where she has been the assistant to the laboratory's Deputy Director. Diane has been with NIST for almost 18 years, including several years with the NIST Public and Business Affairs office, where she became familiar with the Baldrige Program by working on and attending The Quest for Excellence Conference and the Award Ceremony.

Diane's two sons (three years old and seven months old, respectively) keep her very busy, but she still finds entrepreneurial time to make candy in a fledgling company she has started with friends. She can be reached by phone at (301) 975-2361 or by e-mail at diane.harrison@nist.gov. Welcome, Diane!

Harry Hertz, BNQP Director, was presented in December 2006 with the NIST Equal Employment Opportunity/Diversity Award for exceptionally significant accomplishments and contributions to equal employment opportunity/diversity goals. Congratulations, Harry!

Bob Hunt recently joined the Examiner and Staff Development Team. He comes to BNQP after 23 years at International Paper, where he worked in various human resources, training and development, and work systems improvement areas. Most recently, he provided consulting and project management support in change management and e-Learning initiatives. Prior to International Paper, Bob spent three years in the Federal Aviation Administration as an air traffic controller and over six years in the U.S. Air Force as a mental health technician.

He holds a master's degree in organizational development from Johns Hopkins University and a bachelor's degree in business administration from Towson University. Bob enjoys fishing, light hiking, and almost any outdoor activity. He also enjoys good music of almost any kind. He can be reached by phone at (301) 975-4077 or by e-mail at robert.hunt@nist.gov. Welcome, Bob!

Susan Kalbach joined the Examiner and Staff Development Team as a social scientist just after the new year. She brings to the Program over 18 years of experience in workplace learning and performance improvement in the private and public sector. Most recently, she managed an experiential learning program at the University of Maryland (UMD) that used team-based simulations to develop skills in negotiation, crisis leadership, communications, and team processes. Prior to UMD, Susan designed, delivered, and managed leadership and staff development training programs at the National Association of Securities Dealers (NASD). These programs included topics related to performance management, mentoring and coaching, leading change, and development of personal resilience. Susan is a qualified practitioner of the Myers-Briggs Type Inventory (MBTI), the Personal Resilience Profile (PRQ), and the Strength Deployment Inventory (SDI), having used these instruments to improve individual and team effectiveness.

Susan holds a bachelor's degree in psychology from the University of Maryland (go Terps!) and a master's of business administration degree from the George Washington University. She can be reached at (301) 975-2154 or at susan.kalbach@nist.gov. Welcome, Susan!

Peter LaBonte, who has served as a Baldrige Administrator at the Program's partner ASQ for the last seven years, has recently assumed a new role as Project Leader at ASQ, and he will no longer be working in the Baldrige workgroup. As Project Leader, Peter will lead ASQ's Quality Council, Measurement Council, and Learning and Development Council and will participate as a member of the Business Planning Council. In his work with the Quality Council, he leads ASQ's internal Baldrige assessments and Wisconsin Forward Award (WFA) applications. In addition to his work at ASQ, for the past six years, Peter has volunteered as a WFA examiner, five of those years as a Team Leader. In addition, in 2006, he achieved his ASQ certification as a Certified Manager of Quality/Organization Excellence. Good luck, Peter, in your new role!

Melissa Pollack of the Outreach and Communications Team (OCT) left the Baldrige Office on January 5, 2007. She had been with the Program since 1997. During her time at BNQP, she was a member of two teams. While on OCT, she worked on various marketing efforts, Examiner recruitment, the Baldrige Award Ceremony, The Quest for Excellence, and Baldrige Regional Conferences, and she served as the state and local program liaison. While on the Examiner and Staff Development Team (ESDT), she worked on the Examiner training curriculum, the Examiner Application, and staff orientation, and she served as the ESDT Team Leader for two years. We wish Melissa the very best!

Mara Spiropoulos has been hired as a new Baldrige coordinator at ASQ. She will participate in the Award process, as well as answer general Award questions. Mara has a master of arts degree in sociology and a bachelor of arts degree in psychology. She can be reached directly via telephone at (414) 298-8789, ext. 7616, or via e-mail at mspiropoulos@asq.org. Welcome, Mara!

Update

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